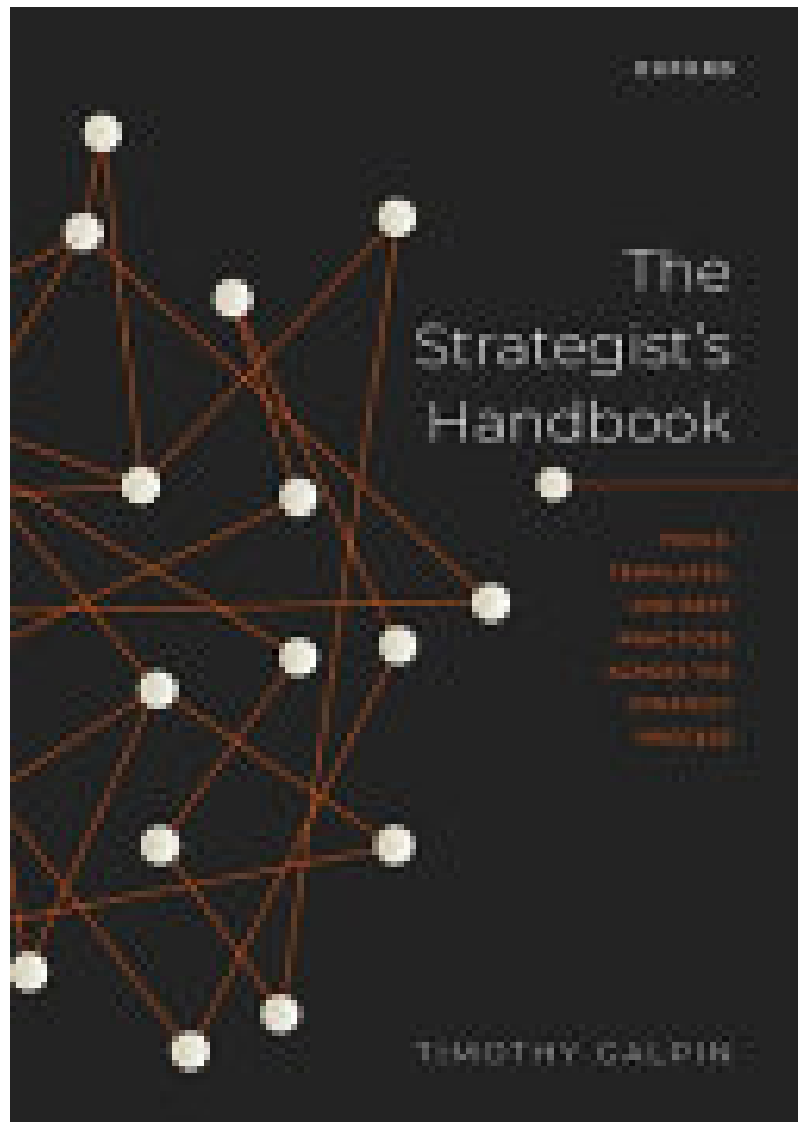


The Strategist's Handbook: Tools, Templates, and Best Practices Across the Strategy Process

Timothy Galpin pdf download

<https://ebookmass.com/product/the-strategists-handbook-tools-templates-and-best-practices-across-the-strategy-process-timothy-galpin/>

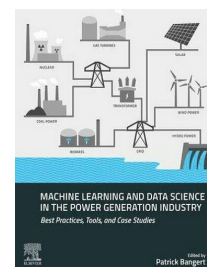


Explore and download more ebooks at ebookmass.com

We believe these products will be a great fit for you. Click the link to download now, or visit ebookmass.com to discover even more!

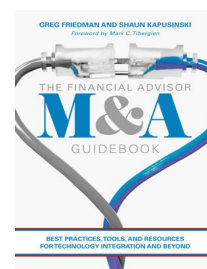
Machine Learning and Data Science in the Power Generation Industry: Best Practices, Tools, and Case Studies Patrick Bangert (Ed.)

<https://ebookmass.com/product/machine-learning-and-data-science-in-the-power-generation-industry-best-practices-tools-and-case-studies-patrick-bangert-ed/>



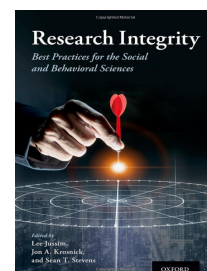
The Financial Advisor M&A Guidebook: Best Practices, Tools, and Resources for Technology Integration and Beyond 1st ed. Edition Greg Friedman

<https://ebookmass.com/product/the-financial-advisor-ma-guidebook-best-practices-tools-and-resources-for-technology-integration-and-beyond-1st-ed-edition-greg-friedman/>



Research Integrity: Best Practices for the Social and Behavioral Sciences Lee Jussim

<https://ebookmass.com/product/research-integrity-best-practices-for-the-social-and-behavioral-sciences-lee-jussim/>



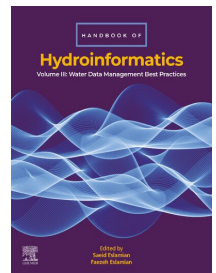
The Master Guide to Controllers' Best Practices Elaine Stattler

<https://ebookmass.com/product/the-master-guide-to-controllers-best-practices-elaine-stattler/>



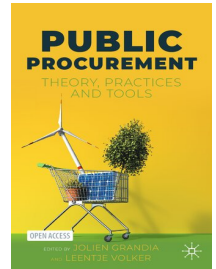
Handbook of HydroInformatics: Volume III: Water Data Management Best Practices Saeid Eslamian

<https://ebookmass.com/product/handbook-of-hydroinformatics-volume-iii-water-data-management-best-practices-saeid-eslamian/>



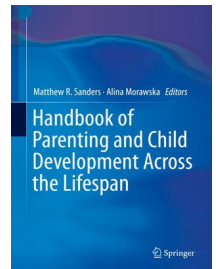
Public Procurement: Theory, Practices and Tools Jolien Grandia

<https://ebookmass.com/product/public-procurement-theory-practices-and-tools-jolien-grandia/>



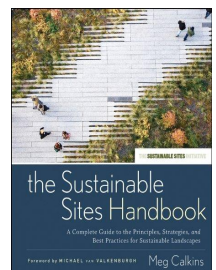
Handbook of Parenting and Child Development Across the Lifespan eBook

<https://ebookmass.com/product/handbook-of-parenting-and-child-development-across-the-lifespan-ebook/>



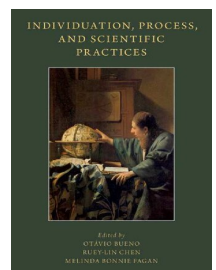
The Sustainable Sites Handbook: A Complete Guide to the Principles, Strategies, and Best Practices for Sustainable Landscapes- 1st Edition -2011, Ebook PDF Version

<https://ebookmass.com/product/the-sustainable-sites-handbook-a-complete-guide-to-the-principles-strategies-and-best-practices-for-sustainable-landscapes-1st-edition-2011-ebook-pdf-version/>



Individuation, Process, and Scientific Practices Otavio Bueno (Editor)

<https://ebookmass.com/product/individuation-process-and-scientific-practices-otavio-bueno-editor/>



OXFORD



The Strategist's Handbook

TOOLS,
TEMPLATES,
AND BEST
PRACTICES
ACROSS THE
STRATEGY
PROCESS

TIMOTHY GALPIN

OXFORD

The Strategist's Handbook

TOOLS,
TEMPLATES,
AND BEST
PRACTICES
ACROSS THE
STRATEGY
PROCESS

TIMOTHY GALPIN



The Strategist's Handbook

The Strategist's Handbook

*Tools, Templates, and Best Practices Across the
Strategy Process*

Timothy Galpin

OXFORD
UNIVERSITY PRESS



Great Clarendon Street, Oxford, OX2 6DP,
United Kingdom

Oxford University Press is a department of the University of Oxford. It furthers the University's objective of excellence in research, scholarship, and education by publishing worldwide. Oxford is a registered trade mark of Oxford University Press in the UK and in certain other countries

© Timothy Galpin 2023

The moral rights of the author have been asserted

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, without the prior permission in writing of Oxford University Press, or as expressly permitted by law, by licence or under terms agreed with the appropriate reprographics rights organization. Enquiries concerning reproduction outside the scope of the above should be sent to the Rights Department, Oxford University Press, at the address above

You must not circulate this work in any other form
and you must impose this same condition on any acquirer

Published in the United States of America by Oxford University Press
198 Madison Avenue, New York, NY 10016, United States of America

British Library Cataloguing in Publication Data
Data available

Library of Congress Control Number: 2023935117

ISBN 978-0-19-288520-3
ISBN 978-0-19-288528-9 (pbk.)

DOI: 10.1093/oso/9780192885203.001.0001

Printed and bound by
CPI Group (UK) Ltd, Croydon, CR0 4YY

Links to third party websites are provided by Oxford in good faith and for information only. Oxford disclaims any responsibility for the materials contained in any third party website referenced in this work.

Preface

Whether you realize it or not, you are already a strategist. For instance, you likely have decided to pursue an education to obtain knowledge and skills you bring to the job market and receive some sort of compensation. You then use that compensation to fund your lifestyle, while also potentially saving some of that income for future use. These are examples of strategies you have chosen to help you achieve your financial and other personal goals. You may have done a lot of analysis to arrive at your chosen strategies, or you may have simply used your intuition (“gut feel”) to make your strategic choices. Either way, you have “done” strategy, at least at the personal level. *The Strategist’s Handbook* is designed to expand your strategic skills beyond the personal level to the organizational level.

Field-Tested, Time-Tested, and Practical

The Strategist’s Handbook is a collection of the best materials, insights, tools, and templates that comprise the core Strategy course taught in the undergraduate, MBA, executive MBA, and postgraduate diploma programs at the Saïd Business School, University of Oxford. Each of the best practices, pitfalls to avoid, tools, and templates presented in this book has been field-tested and refined for over three decades while working with for-profit, not-for-profit, and government organizations, across multiple industries around the globe to help them develop and implement their strategies. The guidance and tools can be applied in small, mid-sized, and large

organizations. Their application just needs to be scaled accordingly. While this is a practical “how-to” book, the tools and approaches presented are based on a solid foundation of well-established theory and extensive research that is also highlighted within each chapter.

My students and clients often ask me, “What has changed in the over thirty years since you have been working with organizations on developing and implementing their strategies?” [Table P.1](#) identifies my observations of what has changed in the discipline of Strategy and what is the same today as it was three decades ago.

Table P.1 Three decades of strategy: what has changed and what is the same

What is the same?	What has changed?
<ul style="list-style-type: none">• The “classic” strategy frameworks are still applicable• Top-down strategy• 10- to 20-year strategies• The reasons for strategic change• Senior management overconfidence and mistakes• Strategy consultants• The best strategy is the one you can implement• “Culture eats strategy for breakfast” (Peter Drucker)	<ul style="list-style-type: none">• The content (quantitative and qualitative data) that goes into the frameworks has changed• People talk more about “democratic” or “dispersed” strategy (but strategy is still not very democratic)• 1- to 3-year strategies• Increase in the frequency of the reasons for strategic change• Different senior management (who are still overconfident and make the same mistakes as their predecessors)• More strategy consultants• A greater awareness of implementation importance (but it is still difficult)• Culture eats strategy for breakfast, lunch, and dinner

Developing Strategy Expertise and Depth of Knowledge

Those new to “strategy” as well as seasoned strategy professionals can benefit from the book’s contents. However, this book will not make anyone a strategy expert. Like most complex activities, the best learning is by doing. Every organization is different and the business landscape (technologies, regulations, competitors, society, and so forth) in which they operate is constantly evolving. Consequently, developing a “strategic mindset” is an ongoing pursuit.

Intended Audience

Strategy applies to all organizations (large, medium, and small), across all sectors, including for-profit, not-for-profit, government, non-governmental organizations (NGOs), and foundations, across all geographies. Strategy is also a cross-disciplinary endeavor, requiring a broad team with varying expertise from different levels of the organization. Therefore, the best practices, pitfalls to avoid, and tools and templates presented will benefit current and aspiring senior managers, middle- and frontline managers, functional experts, and strategy consultants alike.

Overview of the Contents

The thirteen chapters and two appendices of *The Strategist’s Handbook* provide time-tested “best practices,” key tools and templates, and essential “lessons learned” across various aspects of strategy, including:

- predicting the organization’s future operating environment
- building strategically valuable resources
- selecting high-impact strategies
- strategy execution

- managing strategic transformation
- strategic communications
- retention and re-engagement of key talent during strategic change
- aligning culture with strategy
- nonmarket strategy
- how corporate parents add strategic value
- pursuing alliances, joint ventures, mergers, and acquisitions
- shareholder activism and restructuring
- key findings from the Oxford Strategy Insights Project
- a Strategy Workbook, packed with practical exercises and field-tested tools and templates.

Legal Considerations

The guidance and tools contained throughout this text are practical and time-tested. However, the contents should not be taken in any way as authoritative legal or financial guidance. When pursuing strategy, readers should consult with qualified intermediaries, including legal counsel and financial advisers, about any aspects that may have legal or financial consequences.

The Oxford Strategy Insights Project

Appendix A presents key findings from the Oxford Strategy Insights Project, with input from 167 executives and managers across 26 industries, spanning over 30 countries, regarding their firms' strategy processes.

Strategy Workbook

Visit <https://ebookmass.com> today to explore

a vast collection of ebooks across various genres, available in popular formats like PDF, EPUB, and MOBI, fully compatible with all devices. Enjoy a seamless reading experience and effortlessly download high-quality materials in just a few simple steps. Plus, don't miss out on exciting offers that let you access a wealth of knowledge at the best prices!

Appendix B provides a Strategy Workbook containing processes, tools, and templates that can be used to facilitate effective strategy formulation and execution efforts, across industries (including for-profit, not-for-profit, and government entities), various geographies, and all sizes and stages of organizations.

The Author

Tim Galpin is Senior Lecturer of Strategy and Innovation and Director of the Postgraduate Diploma in Strategy and Innovation at the Saïd Business School, University of Oxford. His consulting clients have included numerous Fortune 500 and FTSE 100 companies. Tim has authored five previous management books that have been published in six languages and authored numerous articles for publications, including *Mergers & Acquisitions*, *Strategy & Leadership*, *Journal of Business Strategy*, *The Handbook of Business Strategy*, *World Journal of Entrepreneurship*, and *Corporate Governance*. Tim is also Contributing Editor of *Strategy & Leadership* and a member of the Editorial Advisory Board for the *Journal of Business Strategy*. Tim has been featured on CNBC, Reuters Television, and National Public Radio and has been quoted in various publications throughout the world.

Timothy Galpin

Saïd Business School, University of Oxford

timothy.galpin@sbs.ox.ac.uk

www.timgalpin.com

Contents

List of Figures

List of Tables

Introduction: Strategy in Theory and Practice

I. STRATEGY FORMULATION

- 1. Predicting the Future**
- 2. Building Strategically Valuable Resources**
- 3. Selecting High-Impact Strategies**

II. STRATEGY EXECUTION

- 4. The Best Strategy Is the One You Can Implement**
- 5. Managing Strategic Transformation**
- 6. Communicate Even If There Is Nothing to Tell**
- 7. Your Best Players Will Find a New Team First—Retain and Re-Engage Them**
- 8. Your Strategy Needs a Nudge—Aligning Organizational Culture with Strategy**

III. BEYOND BUSINESS STRATEGY

- 9. Nonmarket Strategy**
- 10. How Corporate Parents Add Strategic Value**

11. Pursuing Alliances, Joint Ventures, Mergers, and Acquisitions

12. Shareholder Activism and Restructuring

Appendix A: The Oxford Strategy Insights Project

Appendix B: Strategy Workbook

References

Index

List of Figures

- I.1 Components of a firm's strategic management system
- I.2 Porter's generic strategies
- I.3 Mintzberg's deliberate and emergent strategies
- I.4 Difference between dynamic and traditional approaches to Andrews' four main strategy components
- I.5 Inductive versus deductive strategy
- I.6 Strategy is a team sport
- 1.1 Difference between dynamic and traditional approaches to Andrews' four main strategy components: external analysis
- 1.2 Industry, company, and country effects on profitability
- 1.3 SWOT framework: external factors
- 2.1 Difference between dynamic and traditional approaches to Andrews' four main strategy components: internal analysis
- 2.2 Resource-based view of core competencies that provide competitive advantage
- 2.3 SWOT framework: internal factors
- 3.1 Moving from strategic analyses to strategy selection
- 3.2 Difference between dynamic and traditional approaches to Andrews' four main strategy components: identify and select strategies
- 3.3 Strategic priorities map
- 4.1 Difference between dynamic and traditional approaches to Andrews' four main strategy components: strategy execution

- 4.2 Five-step strategy execution model
- 5.1 Staggered pattern of productivity loss during organizational transformation
- 5.2 The Resistance Pyramid: addressing resistance with action
- 5.3 The 20-60-20 rule
- 6.1 The Johari Window
- 6.2 Strategic transformation Johari
- 6.3 Example communications planning matrix
- 7.1 Retention and re-engagement planning matrix
- 8.1 Cultural alignment model: twelve “cultural levers” to align organizational culture with strategy
- 8.2 Oxford Innovation Insights Project: industries represented
- 8.3 Oxford Innovation Insights Project: cultural levers used
- 8.4 Oxford Innovation Insights Project: relationship between the number of cultural levers used and innovation rating
- 8.5 Oxford Innovation Insights Project: example innovation “nudges” used within each cultural lever
- 9.1 Nonmarket issue lifecycle, management control, and impact on the firm
- 9.2 Overlap and integration of market and nonmarket strategy
- 10.1 The growth gap
- 10.2 Progression through Ansoff’s matrix
- 10.3 Diversification and performance: research findings
- 11.1 Ownership options: investment, risk, and control
- 11.2 Deal flow model
- 11.3 Key objectives and core activities across the ten stages of the deal flow model
- 12.1 Shareholder activism decision tree

- A.1 Titles
- A.2 Industries
- A.3 Planning process
- A.4 Planning frequency
- A.5 Strategic priorities
- A.6 Strategy execution
- A.7 Implementation infrastructure
- A.8 Implementation timeframe
- A.9 Strategic measurement
- A.10 Multi-business unit organizations

List of Tables

- P.1 Three decades of strategy: what has changed and what is the same
- I.1 Dynamic strategy process
- I.2 Traditional strategy process
- I.3 Example strategy review template
- I.4 The strategy process at MidsTech Inc.
- I.5 Organizational self-assessment: strategy process
- 1.1 Industry lifecycle stages and potential strategies
- 1.2 Example probability-weighted scenario planning
- 1.3 The external strategic analysis process at Global Mining Plc
- 1.4 Organizational self-assessment: external strategic analysis
- 2.1 Resources versus competencies
- 2.2 VRIO analysis for capability—integrating mergers and acquisitions (M&A)
- 2.3 The internal strategic analysis process at Specialist Consulting Plc
- 2.4 Organizational self-assessment: internal strategic analysis
- 3.1 Strategy identification and selection at Petrochemical Inc.
- 3.2 Organizational self-assessment: strategy identification and selection
- 4.1 VRIO: strategy as primarily planning versus planning and integrated execution

- 4.2 Strategy execution at Petrochemical Inc.
- 4.3 Organizational self-assessment: strategy execution
- 5.1 Organizational dynamics during strategic transformation
- 5.2 Managing strategic transformation at Petrochemical Inc.
- 5.3 Organizational self-assessment: managing strategic transformation
- 6.1 Four phases of communication during strategic transformation
- 6.2 Managing strategic transformation communications at Petrochemical Inc.
- 6.3 Organizational self-assessment: strategic transformation communications
- 7.1 Key talent retention and re-engagement actions
- 7.2 Two levels of key talent retention and re-engagement practices
- 7.3 Managing key talent retention and re-engagement at SofTech Inc.
- 7.4 Organizational self-assessment: key talent retention and re-engagement
- 8.1 Organizational culture based on personality theory versus behavioral theory
- 8.2 Five-steps for applying the cultural alignment model
- 8.3 Aligning organizational culture with strategy at EuroBank
- 8.4 Organizational self-assessment: aligning organizational culture with strategy
- 9.1 Nonmarket strategy at BigTech Inc.
- 9.2 Organizational self-assessment: nonmarket strategy
- 10.1 Unfocused corporate parenting versus focused corporate parenting
- 10.2 Building a focused corporate parenting approach

- 10.3 Corporate strategy at Conglomerate Inc.
- 10.4 Organizational self-assessment: corporate strategy
- 11.1 Seven steps to build a firm's M&A competency
- 11.2 M&As as a transaction versus an integrated process
- 11.3 Building an M&A core competency at Aerospace Inc.
- 11.4 Organizational self-assessment: M&As
- 12.1 Pros and cons of activist investors
- 12.2 Objectives and approaches of activist investors
- 12.3 Addressing shareholder activism at Consumer Goods Inc.
- 12.4 Organizational self-assessment: investor activism 199

Introduction

Strategy in Theory and Practice

Strategy is an ancient pursuit with its roots in military strategy. In the fifth century bc, the Chinese military general Sun Tzu (Master Sun) wrote *The Art of War* (also known as *Master Sun's Military Methods*), a tome consisting of thirteen chapters devoted to various aspects of military strategy. Likewise, the Greek term *strategos*, a compound of the Greek words *stratos* (army) and *agos* (leader), refers to a leader or commander of an army.

The Evolution of Business Strategy

Beyond military strategy, over the centuries strategy has evolved in the business environment through various eras:

- *1700–1800: an "invisible hand" has control.* Adam Smith (1776) describes forces that are beyond the control of individual firms, referring to the "invisible market forces" that, through the actions of self-interested individuals, bring levels of supply and demand in a free market to equilibrium and create unintended greater social benefits and public good. The "free market" is a system in which the prices for goods and services are self-regulated by buyers and sellers negotiating in an open market without market coercions such as government regulation.

Visit <https://ebookmass.com> today to explore

a vast collection of ebooks across various genres, available in popular formats like PDF, EPUB, and MOBI, fully compatible with all devices. Enjoy a seamless reading experience and effortlessly download high-quality materials in just a few simple steps. Plus, don't miss out on exciting offers that let you access a wealth of knowledge at the best prices!

Exploring the Variety of Random Documents with Different Content

ceases to be an exclusive source for the determination of right or wrong." (2549-PS)

Referring to the penal code of Nazi Germany, the defendant Frank stated in 1935:

"The National Socialist State is a totalitarian State, it makes no concessions to criminals, it does not negotiate with them; it stamps them out." (2552-PS)

The Nazi conspirators also revised the criminal law so that the State could, within one year after a decree in a criminal case had become final, apply for a new trial, and the application would be decided by members of a Special Penal Chamber appointed by Hitler personally. Thus, if a defendant should be acquitted in a lower court, the Nazi conspirators could rectify the situation by another trial. (2550-PS)

In direct contrast to the severity of the criminal law as it affected the general population of Germany, the Nazi conspirators adopted and endorsed a large body of unwritten laws exempting the police from criminal liability for illegal acts done under higher authority. This principle was described by Dr. Werner Best, outstanding Nazi lawyer, in the following terms:

"The police never act in a lawless or illegal manner as long as they act according to the rules laid down by their superiors up to the highest governing body. According to its nature, the police must only deal with what the Government wants to know is being dealt with. What the Government wants to know is being dealt with by the police is the essence of the police law and is that which guides and restricts the actions of the police. As long as the police carry out the will of the Government, it is acting legally." (1852-PS)

C. The Nazi conspirators created a vast system of espionage into the daily lives of all parts of the population.

(1) *They destroyed the privacy of postal, telegraphic, and telephonic communications.* They enacted a law in February of 1933 providing that violations of privacy of postal, telegraphic, and telephonic communications were permissible beyond legal limitations. (1390-PS)

Dr. Hans Anschuetz, the present District Court Director (*Landgerichtsdirektor*) at Heidelberg, Germany, recently stated:

"Subsequently, the system of spying upon and supervising the political opinions of each citizen which permeated the entire people and private life of Germany, was, of course, also extended to judges." (2967-PS)

(2) *They used the Secret State Police (Gestapo) and the Security Service (SD) for the purpose of maintaining close surveillance over the daily activities of all people in Germany.* The Gestapo had as its primary preventive activity the thorough observation of all enemies of the State, in the territory of the Reich. (1956-PS)

The SD was an intelligence organization which operated out of various regional offices. It consisted of many hundreds of professional SD members who were assisted by thousands of honorary members and informers. These people were placed in all fields of business, education, State and Party administration, and frequently performed their duties secretly in their own organization. This information service reported on the activities of the people. (2614-PS)

D. *Without judicial process, the Nazi conspirators imprisoned, held in protective custody and sent to concentration camps opponents and suspected opponents.*

They authorized the Gestapo to arrest and detain without recourse to any legal proceeding. Officially, this power was described as follows:

"The Secret State Police takes the necessary police preventive measures against the enemies of the State on the basis of the

results of the observation. The most effective preventive measure is without doubt the withdrawal of freedom which is covered in the form of protective custody. * * * While protective arrests of short duration are carried out in police and court prisons, the concentration camps under the Secret State Police admit those taken into protective custody who have to be withdrawn from public life for a longer time.”
(1956-PS)

The Nazi conspirators issued their own orders for the taking of people into protective custody and these orders set forth no further details concerning the reasons therefor, except a statement such as “Suspicion of activities inimical toward the State.” (2499-PS)

The defendant Frank stated:

“To the world we are blamed again and again because of the concentration camps. We are asked, ‘Why do you arrest without a warrant of arrest?’ I say, put yourselves into the position of our nation. Don’t forget that the very great and still untouched world of Bolshevism cannot forget that we have made final victory for them impossible in Europe, right here on German soil.” (2533-PS)

The defendant Goering said in 1934:

“Against the enemies of the State, we must proceed ruthlessly. It cannot be forgotten that at the moment of our rise to power, according to the official election figures of March 1933, six million people still confess their sympathy for Communism and eight million for Marxism. * * * *Therefore, the concentration camps have been created, where we have first confined thousands of Communists and Social Democrat functionaries.* * * *” (2344-PS)

U. S. Ambassador George S. Messersmith, former Counsel General in Berlin, Germany, 1930-34, and Raymond H. Geist, former

American Counsel and First Secretary of the Embassy in Berlin, Germany, 1929-1939, have recently stated:

"Independent of individual criminal acts committed by high functionaries of the German government or the Nazi Party, such as the murders ordered by Hitler, Himmler and Goering, all high functionaries of the German government and of the Nazi Party * * * are guilty in the highest degree of complicity in and furtherance of the cardinal crimes of oppression against the German people, persecution and destruction of the Jews and all of their political opponents." (2386-PS)

Commenting further on the Nazi conspirators' use of concentration camps to destroy political opposition, Raymond H. Geist stated:

"The German people were well acquainted with the goings on in concentration camps and it was well known that the fate of anyone too actively opposed to any part of the Nazi program was liable to be one of great suffering. Indeed, before the Hitler regime was many months old, almost every family in Germany had had first-hand accounts of the brutalities inflicted in the concentration camps from someone either in the relationship or in the circle of friends who had served a sentence there; consequently the fear of such camps was a very effective brake on any possible opposition." (1759-PS)

The Nazi conspirators confined, under the guise of "protective custody" Reichstag members, Social Democrats, Communists, and other opponents or suspected opponents. (2544-PS; L-73; L-83; 1430-PS.)

E. The Nazi conspirators created and utilized special agencies for carrying out their system of terror.

(See Chapter XV, Sections 5 and 6, on the Gestapo, SS, and SD)

F. The Nazi conspirators permitted organizations and individuals to carry out this system of terror without restraint of law.

(1) Acts of the Gestapo were not subject to review by the courts. In 1935 the Prussian Supreme Court of Administration held that the orders of the Gestapo were not subject to judicial review; and that the accused person could appeal only to the next higher authority within the State Police itself. (2347-PS)

In 1936 a law was passed concerning The Gestapo in Prussia which provided that orders in matters of the Gestapo were not subject to review of the Administrative Courts. (2107-PS)

On the same subject, the following article appeared in the official German Lawyer's Journal, 1935.

"Once again the court had to decide on the question of whether political measures could be subjected to the review of the ordinary courts. * * * The case in question concerned the official performance of his duty by an official of the NSDAP. * * * The principle of the importance and the mission of the Party and its 'Sovereign Functionaries' cannot be overlooked. Therefore, the plaintiff should have been denied the right to be in court." (2491-PS)

(2) Where no definite law protected terroristic acts of Nazi conspirators and their accomplices, proceedings against them were in the first instance suppressed or thereafter their acts were pardoned. In 1935, proceedings against an employee of the Gestapo accused of torturing, beating, and killing of inmates of a concentration camp were suppressed (787-PS; 788-PS). In June 1935 twenty-three SA members and policemen convicted of the beating and murder of inmates of the Hohnstein concentration camp were pardoned (786-PS). The prosecutor was forced to resign from the SA. (784-PS)

LEGAL REFERENCES AND LIST OF DOCUMENTS RELATING TO
PURGE OF POLITICAL OPPONENTS AND TERRORIZATION

Document	Description	Vol.	Page
	Charter of the International Military Tribunal, Article 6, especially 6 (a).	I	5
	International Military Tribunal, Indictment Number 1, Section IV (D) 3 (b).	I	19
<p style="text-align: center;">—————</p> <p>Note: A single asterisk (*) before a document indicates that the document was received in evidence at the Nurnberg trial. A double asterisk (**) before a document number indicates that the document as referred to during the trial but was not formally received in evidence, for the reason given in parentheses following the description of the document. The USA series number, given in parentheses following the description of the document, is the official exhibit number assigned by the court.</p> <p style="text-align: center;">—————</p>			
*784-PS	Letters from Minister of Justice to Hess and SA Chief of Staff, 5 June 1935, concerning penal proceedings against merchant and SA leader and 22 companions because of inflicting bodily injury on duty. (USA 732)	III	559
*786-PS	Minister of Justice memorandum, 29 November 1935, concerning pardon	III	568

	of those sentenced in connection with mistreatment in Hohnstein concentration camp. (USA 734)		
*787-PS	Memorandum to Hitler from Public Prosecutor of Dresden, 18 June 1935, concerning criminal procedure against Vogel on account of bodily injury while in office. (USA 421)	III	568
*788-PS	Letters from Secretary of State to the Minister of Justice, 25 June 1935 and 9 September 1935, concerning criminal procedure against Vogel. (USA 735)	III	571
1388-PS	Law concerning confiscation of Property subversive to People and State, 14 July 1933. 1933 Reichsgesetzblatt, Part I, p. 479.	III	962
1390-PS	Decree of the Reich President for the Protection of the People and State, 28 February 1933. 1933 Reichsgesetzblatt, Part I, p. 83.	III	968
1393-PS	Law on treacherous attacks against State and Party, and for the Protection of Party Uniforms, 20 December 1934. 1934 Reichsgesetzblatt, Part I, p. 1269.	III	973
1430-PS	Compilation of Leading Men of the System Era, June 1939.	IV	15
1652-PS	Decree of the Reich President for protection against treacherous attacks on the government of the Nationalist movement, 21 March 1933. 1933 Reichsgesetzblatt, Part I, p. 135.	IV	160

*1669-PS	Correspondence between Dr. Haushofer and Hess, 24 and 28 August 1933. (USA 741)	IV	184
*1759-PS	Affidavit of Raymond H. Geist. (USA 420)	IV	288
*1852-PS	"Law" from The German Police, 1941, by Dr. Werner Best. (USA 449). (See Chart No. 16)	IV	490
*1856-PS	Extract from book entitled "Hermann Goering—Speeches and Essays", 3rd edition 1939, p. 27. (USA 437)	IV	496
*1857-PS	Announcement of creation of SS as independent formation of NSDAP. Voelkischer Beobachter, 26 July 1934, p. 1. (USA 412)	IV	496
1956-PS	Meaning and Tasks of the Secret State Police, published in The Archives, January 1936, Vol. 22-24, p. 1342.	IV	598
1962-PS	Law to change the Penal Code of 28 June 1935. 1935 Reichsgesetzblatt, Part I, p. 839.	IV	600
2057-PS	Law relating to National Emergency Defense Measures of 3 July 1934. 1934 Reichsgesetzblatt, Part I, p. 529.	IV	699
2107-PS	Law on Secret State Police of 10 February 1936. 1936 Preussische Gesetzsammlung, pp. 21-22.	IV	732
2344-PS	Reconstruction of a Nation by Goering, 1934, p. 89.	IV	1065
2347-PS	Court decisions from 1935 Reichsverwaltungsblatt, Vol. 56, pp. 577-578, 20 July 1935.	IV	1066

*2386-PS	Joint affidavit of George S. Messersmith and Raymond H. Geist, 29 August 1945. (USA 750)	V	39
*2460-PS	Affidavit of Rudolf Diels. (USA 751)	V	205
*2472-PS	Affidavit of Rudolf Diels, 31 October 1945. (USA 752)	V	224
2491-PS	Extract from Legal Review, published Lawyers' Journal, 1935.	V	235
2494-PS	Prime Minister Goering's Press Conference, published in Voelkischer Beobachter, Berlin edition, 23-24 July 1933, p. 1.	V	236
2496-PS	Extract from Goering's address to Public Prosecutors of Prussia on 12 July 1934 from the Archive, 1934, Vols. IV-VI, p. 495.	V	236
*2499-PS	Original Protective Custody Order served on Dr. R. Kempner, 15 March 1935. (USA 232)	V	236
2533-PS	Extract from article "Legislation and Judiciary in the Third Reich", from Journal of the Academy for German Law, 1936, pp. 141-142.	V	277
2543-PS	Extract from The Mission of the SS, published in The National Socialist Magazine, Issue 46, January 1934.	V	288
*2544-PS	Affidavit of Rudolf Diels, former Superior Government Counsellor of the Police Division of the Prussian Ministry of the Interior. (USA 753)	V	288
2545-PS	Extract from Hitler's cleaning up act in Reich, published in Voelkischer Beobachter, Berlin edition, No. 182-183, 1-2 July 1934, p. 1.	V	290

2548-PS	Law about changing rules of Criminal Law and Criminal Procedure of 24 April 1934. 1934 Reichsgesetzblatt, Part I, p. 34.	V	291
2549-PS	Extract from "Germany's Road to Freedom" as published in Documents of German Politics, Vol. 3.	V	292
2550-PS	Law on modification of rules of general criminal procedure, 16 September 1939. 1939 Reichsgesetzblatt, Part I, p. 1841.	V	293
2552-PS	Excerpt concerning criminals, published in Journal of the Academy for German Law. No. 3. March 1935.	V	293
2554-PS	Law concerning adjudication and execution of the death penalties of 29 March 1933. 1933 Reichsgesetzblatt, Part I, p. 151.	V	294
2572-PS	Hitler's speech to the Reichstag on 13 July 1934, printed in The Third Reich, Vol. II, p. 247.	V	302
*2614-PS	Affidavit of Dr. Wilhelm Hoettl, 5 November 1945. (USA 918)	V	337
2639-PS	Ordinances of the Deputy of the Fuehrer, published in Munich 1937.	V	345
*2950-PS	Affidavit of Frick, 19 November 1945. (USA 448)	V	654
*2967-PS	Affidavit of Dr. Hans Anschuetz, 17 November 1945. (USA 756)	V	673
*L-73	Affidavit of Bruno Bettelheim, 10 July 1945. (USA 746)	VII	818
*L-83	Affidavit of Gerhart H. Seger, 21 July 1945. (USA 234)	VII	859

5. DESTRUCTION OF THE FREE TRADE UNIONS AND ACQUISITION OF CONTROL OVER THE PRODUCTIVE LABOR CAPACITY

A. They destroyed the independent organization of German labor.

(1) Before the Nazis took control, organized labor held a well established and influential position in Germany. Most of the trade unions of Germany were joined together in two large congresses or federations, the Free Trade Unions (*Freie Gewerkschaften*) and Christian Trade Unions (*Christlichen Gewerkschaften*). Unions outside these two large groupings contained only 15 per cent of the total union membership. The Free Trade Unions were a congress of two federations of affiliated unions: (1) the General German Trade Union Federation (*Allgemeinen Deutschen Gewerkschaftsbund*, or the "ADGB") with 28 affiliated unions of industrial workers; (2) the General Independent Employees Federation (*Allgemeinen Freien Angestelltenbund*, or the "AFA") with 13 affiliated unions of white collar workers. (392-PS)

The membership of the Free Trade Unions, the affiliated organizations of the Christian Trade Unions, and all other unions at the end of 1931 (the last year for which the official government yearbook gives statistics) was as follows (2411-PS):

Union Group	Number of members	Percentage of total
Free Trade Unions	4,569,876	65.9
Christian Trade Unions	1,283,272	18.5
Others Unions	1,081,371	15.6
	<hr/>	<hr/>
Total	6,934,519	100.0

Under the Weimar Constitution, workers were "called upon to take part on equal terms" with employers in regulating conditions of

employment. "It was provided that organizations on both sides and agreements between them shall be recognized." Factory Representative Councils (otherwise known as Workmens or Factory Works Councils) had the right, in conjunction with employers' representatives, to take an official part in the initiation and administration of social and economic legislation. (2050-PS)

(2) *The Nazi conspirators conceived that the free trade unions were incompatible with their objectives.*

Hitler stated in *Mein Kampf*:

"It (the trade union) created the economic weapon which the international world Jew uses for the ruination of the economic basis of free, independent states, for the annihilation of their national industry and of their national commerce, and thereby for the enslavement of free people in the service of the above-the-state-standing, world finance Jewry (*ueberstaatlichen Weltfinanz-Judentums*)." (404-PS)

In announcing to Germany the seizure of the Free Trade Unions, Dr. Robert Ley, speaking as chairman of the Nazi Committee for the Protection of German Labor, stated:

"You may say, what else do you want, you have the absolute power, but we do not have the whole people, we do not have you workers 100 percent, and it is you whom we want; we will not let you be until you stand with us in complete, genuine acknowledgement." (614-PS; see also 2224-PS and 2283-PS.)

(3) *Soon after coming to power the Nazi conspirators took drastic action to convert the Factory Representative Councils into Nazi-controlled organizations.* The Nazi conspirators eliminated the independence of the Factory Representative Councils by giving the Governors of the Laender authority to cancel the membership of

labor representatives in the councils; by abrogating the right of the councils to oppose the dismissal of a worker when he was "suspected of an unfriendly attitude toward the state" (1770-PS); and finally by limiting membership in all Factory Representative Councils to Nazis (2336-PS). (After 7 April 1933, the Governors of the Laender were appointed by the Reich President "upon the proposal of the Reich Chancellor," Hitler, 2005-PS).

(4) *Soon after coming to power the Nazi conspirators proceeded to destroy the independent unions.* In mid-April 1933, Hitler directed Dr. Robert Ley, then staff director of the PO (Political Organization) of the NSDAP, to take over the trade unions. (2283-PS)

Ley issued an NSDAP circular directive on 21 April 1933 detailing a "coordination action" (*Gleichschaltungsaktion*) to be taken on 2 May 1933 against the General German Trade Union Federation (ADGB) and the General Independent Employees Federation (AFA), the so-called "Free Trade Unions" (392-PS). This directive created a special "Action Committee" to direct the entire action and declared that the supporters of the action were to be drawn from the National Socialist Factory Cells Organization or NSBO (*Nationalsozialistische Betriebszellen-Organisation*), the NSDAP political leaders (*Politische Leiter*) in the factories; it named NSDAP commissars for the administration of the larger ADGB unions to be seized in the action; it made the Gauleaders (*Gauleiter*) of the NSDAP responsible for the disciplined execution of the action in their respective areas and authorized them to nominate additional commissars to administer the unions subjected to the action. The directive ordered that SA and SS were to be used in occupying union offices and the Bank of Workers, Employees and Officials, Inc., and for taking into protective custody the higher union leaders.

The order of seizure was carried out as planned and ordered. On 2 May the official NSDAP press service reported that the NSBO had "eliminated the old leadership" of Free Trade Unions and taken over their leadership. (2224-PS)

On 3 May 1933 the NSDAP press service announced that the Central League of Christian Trade Unions (*Gesamtverband der*

Christlichen Gewerkschaften) and several smaller unions "have unconditionally subordinated themselves to the leadership of Adolf Hitler" (2225-PS). The next day the NSDAP press stated that the German Nationalist Clerks League (DHV) had also "recognized the leadership of the NSDAP in German trade union affairs * * * after a detailed conversation" between Dr. Ley and the leader of the DHV (2226-PS). In late June 1933, as a final measure against the Christian Trade Unions, Ley directed that all their offices were to be occupied by National Socialists. (392-PS)

The duress practiced by the Nazi conspirators in their assumption of absolute control over the unions is shown by a proclamation of Muchow, leader of the organizational office of the German Labor Front, in late June 1933. By this Party proclamation, all associations of workers not yet "concentrated" in the German Labor Front had to report within eight days. Thereafter they were to be notified of the branch of the German Labor Front which "they will have to join". (2228-PS)

(5) *The Nazi Conspirators eliminated the right of collective bargaining generally.* During the same months in which the unions were abolished, a decree eliminated collective bargaining on conditions of employment and substituted regulation by "trustees of labor" (*Treuhaender der Arbeit*) appointed by Hitler. (405-PS)

(6) *The Nazi conspirators confiscated all union funds and property.* The NSDAP circular ordering the seizure of the Free Trade Unions on 2 May 1933 directed that the SA and SS were to be used to occupy the branches and paying offices of the Bank for Workers, Employees and Officials and appointed a Nazi commissar, Mueller, for the bank's subsequent direction. The stock of this bank was held entirely by the General German Trade Union Association and its affiliated member unions. The NSDAP circular also directed that all union funds were to be blocked until re-opened under the authority and control of NSDAP-appointed commissars (392-PS; 2895-PS). The Fuehrer's basic order on the German Labor Front of the NSDAP in October 1934 declared that all the property of the trade unions and

their dependent organizations constituted (*bildet*) property of the German Labor Front (2271-PS). Referring to the seizure of the property of the unions in a speech at the 1937 Party Congress, Ley mockingly declared that he would have to be convicted if the former trade union leaders were ever to demand the return of their property. (1678-PS)

(7) *The Nazi conspirators persecuted union leaders.* The NSDAP order on the seizure of the "Free Trade Unions" directed that the chairmen of the unions were to be taken into "protective custody". Lesser leaders could be arrested with the permission of the appropriate Gau leader of the NSDAP (392-PS). In late June 1933 the German Labor Front published a "List of Outlaws" who were to be denied employment in the factories. The List named union leaders who had been active in combatting National Socialism and who allegedly continued to carry on their resistance secretly. (2336-PS)

The Nazi conspirators subjected union leaders to maltreatment ranging from assaults to murder. Among the offenses committed against union leaders are the following: assault and battery; degrading work and work beyond their physical capacity; incarceration in concentration camps; solitary confinement; denial of adequate food; surveillance; arrest and maltreatment of members of their families; murder. (2330-PS; 2331-PS; 2335-PS; 2334-PS; 2928-PS; 2277-PS; 2332-PS; and 2333-PS)

B. *The Nazi conspirators introduced the Leadership Principle into industrial relations.* In January 1934, a decree introduced the Leadership Principle (*Fuehrerprinzip*) into industrial relations, the entrepreneur becoming the leader and the workers becoming his followers. (1861-PS)

C. *The Nazi conspirators supplanted independent unions by an affiliated Party organization, the German Labor Front (DAF).*

(1) *They created the German Labor Front.* On the day the Nazis seized the Free Trade Unions, 2 May 1933, they publicly announced that a "united front of German workers" with Hitler as honorary patron would be formed at a Workers' Congress on 10 May 1933. (2224-PS)

Ley was appointed "leader of the German Labor Front" (*Deutsche Arbeitsfront*, or "DAF") on 10 May 1933 (1940-PS). The German Labor Front succeeded to the confiscated property of the suppressed trade union. It was an affiliated organization of the NSDAP, subject to the Leadership Principle; Ley was concurrently Reich Organization Leader (*Reichsorganisationsleiter*) and leader of the German Labor Front (1814-PS). The National Socialist Factory Cells Organization or NSBO contained the political leaders (*Politische Leiter*) of the NSDAP in the German Labor Front and those political leaders were given first preference in the filling of jobs in the DAF (2271-PS). The German Labor Front became the largest of the Party's organizations. At the outbreak of the war it had 23 million individual members and about 10 million corporative members who were members of organizations affiliated with it. (2275-PS)

(2) *They utilized the German Labor Front as an instrument to impose their ideology on the masses, to frustrate potential resistance, and to insure effective control of the productive labor capacity of Germany.* The DAF was charged with the ideological orientation of the broad masses of Germans working in the factories. Its leaders were charged with weeding out potential opponents to National Socialism from the ranks of the DAF and from employment in industry. In its surveillance functions, the German Labor Front relied on Gestapo reports and on its own intelligence service (2336-PS). The German Labor Front took over the leadership of the German Cooperatives with the view to their subsequent liquidation (2270-PS). The Nazi conspirators established Factory Troops (*Werkscharen*) within the Strength Through Joy branch of the German Labor Front as an "ideological shock squad (*Weltanschaulicher Stosstrupp*) within the factory" (1817-PS). These shock squads were formed only of voluntary members ready "to

fight” for Nazi conceptions. Among their objects were the speeding up of labor effort and the forging of a “single-willed community” (1818-PS). The SA was charged with the promotion and building up of Factory Troops by all means. When a factory worker joined the Factory Troops, he automatically became an SA candidate. Factory Troops were given a special uniform and their physical training took place within SA cadre units. (2230-PS)

During the war, the German Labor Front was made responsible for the care of foreign labor employed within the Reich (1913-PS). Barely two years after the suppression of the independent unions and the creation of the German Labor Front, the Nazi conspirators decreed compulsory labor service (*Reichsarbeitsdienst*) under which young men and women between 18 and 25 years of age were conscripted for labor service under the administration of the Reich Minister of Interior, Frick. (1389-PS)

After war had been declared, the Nazi conspirators openly admitted the objectives of the Nazis’ control over labor. A publication of the Scientific Institute of the German Labor Front declared that it had been difficult to make the German people understand continuous renunciations in social conditions because all the nation’s strength had been channeled into armaments (*Wehrhaftigkeit*) for “the anticipated clash with an envious surrounding world” (2276-PS). Addressing workers five days after the launching of war on Poland, Ley admitted that the Nazis had mobilized all the resources and energies of Germany for seven years “so as to be equipped for the supreme effort of battle” and that the First World War had not been lost because of cowardice of German soldiers, “but because dissension and discord tore the people asunder” (1939-PS). Ley’s confidence in the Nazis’ effective control over the productive labor capacity of Germany in peace or war was declared as early as 1936 to the Nurnberg Party Congress:

“The idea of the Factory Troops is making good progress in the plants, and I am able to report to you, my Fuehrer, that security and peace in the factories has been guaranteed, not only in normal times, but also in times of the most serious

crisis. Disturbances such as the munitions strikes of the traitors Ebert and confederates, are out of the question. *National Socialism has conquered the factories. Factory Troops are the National Socialist shock troops within the factory, and their motto is: THE FUEHRER IS ALWAYS RIGHT."* (2283-PS)

LEGAL REFERENCES AND LIST OF DOCUMENTS RELATING TO
DESTRUCTION OF THE FREE TRADE UNIONS AND ACQUISITION OF
CONTROL OVER THE PRODUCTIVE LABOR CAPACITY

Document	Description	Vol.	Page
	Charter of the International Military Tribunal, Article 6, especially 6 (a).	I	5
	International Military Tribunal, Indictment Number 1, Section IV (D) 3 (c) (1).	I	19
<hr/> <p>Note: A single asterisk (*) before a document indicates that the document was received in evidence at the Nurnberg trial. A double asterisk (**) before a document number indicates that the document was referred to during the trial but was not formally received in evidence, for the reason given in parentheses following the description of the document. The USA series number, given in parentheses following the description of the document, is the</p>			

	official exhibit number assigned by the court.		
*392-PS	Official NSDAP circular entitled "The Social Life of New Germany with Special Consideration of the German Labor Front", by Prof. Willy Mueller (Berlin, 1938). (USA 326)	III	380
*404-PS	Excerpts from Hitler, Mein Kampf, pp. 456, 475. (USA 256)	III	385
405-PS	Law Concerning Trustees of Labor, 19 May 1933. 1933 Reichsgesetzblatt, Part I, p. 285.	III	387
614-PS	Proclamation of the Action Committee for the Protection of German Labor, 2 May 1933. Documents of German Politics, Vol. I, p. 151-3.	III	447
1389-PS	Law creating Reich Labor Service, 26 June 1935. 1935 Reichsgesetzblatt, Part I, p. 769.	III	963
*1678-PS	Speech of Dr. Robert Ley. Documents of German Politics, Vol. V, pp. 373, 376. (USA 365)	IV	190
1770-PS	Law concerning factory representative councils and economic organizations, 4 April 1933. 1933 Reichsgesetzblatt, Part I, p. 161.	IV	343
*1814-PS	The Organization of the NSDAP and its affiliated associations, from Organization book of the NSDAP, editions of 1936, 1938, 1940 and 1943, pp. 86-88. (USA 328)	IV	411

1817-PS	Bureau for factory troops, from Organization Book of the NSDAP, 1936 edition, p. 211.	IV	457
1818-PS	Bureau for Factory troops and training, from Organization Book of the NSDAP, 1940 edition, pp. 195-196b.	IV	457
1861-PS	Law on the regulation of National labor, 20 January 1934. 1934 Reichsgesetzblatt, Part I, p. 45.	IV	497
*1913-PS	Agreement between Plenipotentiary General for Arbeitseinsatz and German Labor Front concerning care of non-German workers. 1943 Reichsgesetzblatt, Part I, p. 588. (USA 227)	IV	547
1939-PS	Speech by Ley published in Forge of the Sword, with an introduction by Marshal Goering, pp. 14-17.	IV	581
1940-PS	Fuehrer edict appointing Ley leader of German Labor Front. Voelkischer Beobachter, Munich (Southern German) edition, p. 1.	IV	584
1947-PS	Letter from von Fritsch, 11 December 1938, concerning need of Germany to be victorious over working class, Catholic Church and Jews.	IV	585
2005-PS	Second law integrating the "Laender" with the Reich, 7 April 1933. 1933 Reichsgesetzblatt, Part I, p. 173.	IV	641
2050-PS	The Constitution of the German Reich, 11 August 1919. 1919	IV	662

*2224-PS	Reichsgesetzblatt, Part I, p. 1383. The End of the Marxist Class Struggle, published in National Socialist Party Press Agency, 2 May 1933, pp. 1-2. (USA 364)	IV	864
2225-PS	The Front of German Workers has been Erected, published in National Socialist Party Press Agency, 3 May 1933, p. 1.	IV	868
2226-PS	The Labor Front Stands, published in National Socialist Party Press Agency, 4 May 1933, p. 2.	IV	869
2228-PS	Order issued by German Labor Front, published in National Socialist Party Press Agency, 26 June 1933, p. 5.	IV	869
2230-PS	Agreement between Ley and Lutze, chief of staff of SA, published in Organization Book of NSDAP, 1938, pp. 484-485b, 486c.	IV	871
2270-PS	Coordination of Cooperatives, published in National Socialist Party Press Agency release of 16 May 1933.	IV	938
2271-PS	The National Socialist Factory Cells Organization, published in Organization Book of NSDAP, pp. 185-187.	IV	940
2275-PS	The German Labor Front, published in Nature-Aim-Means. Footnote on p. 11.	IV	949
2276-PS	The German Labor Front, published in Nature-Aim-Means. p. 55.	IV	950

*2277-PS	Affidavit, 17 October 1945, of Gustav Schiefer, Chairman of General German Trade Union Association, Local Committee, Munich, in 1933. (USA 748)	IV	951
*2283-PS	The Fifth Day of the Party Congress, from Voelkischer Beobachter, Munich (Southern German) Edition, Issue 258, 14 September 1936. (USA 337)	IV	971
*2330-PS	Order of Protective Custody, Police Directorate of Nurnberg-Fuerth of Josef Simon, Chairman of German Shoemaker's Union, 29 August 1935. (USA 237)	IV	1038
*2331-PS	Declaration required of union leader Josef Simon upon his release from Protective Custody by Bavarian Political Police, 20 December 1935. (USA 743)	IV	1039
2332-PS	Death certificate, Flossenburg Concentration Camp, concerning union leader Staimer and official letter to his wife, 22 December 1941.	IV	1040
*2333-PS	Death certificate, Flossenburg Concentration Camp, concerning union leader Herrmann, and official letter to his wife, 29 December 1941. (USA 744)	IV	1040
*2334-PS	Affidavits of Lorenz Hagen, Chairman of Local Committee, German Trade Unions, Nurnberg. (USA 238)	IV	1041

*2335-PS	Affidavits of Josef Simon, Chairman of German Shoemakers' Union in 1933. (USA 749)	IV	1046
2336-PS	Special Circular on Securing of association of German Labor Front against hidden Marxist sabotage, 27 June 1933.	IV	1052
2411-PS	Chart of unions of workers and employees, from Statistical Yearbook for German Reich, 1932, p. 555.	V	87
*2895-PS	Joint affidavit of union leaders Simon, Hagen, and Lex, 13 November 1945. (USA 754)	V	563
*2928-PS	Affidavit of Mathias Lex, deputy president of the German Shoemakers Union. (USA 239)	V	594
Statement XII	Political Testament of Robert Ley, written in Nurnberg prison, October 1945.	VIII	742
Statement XIII	Outline of Defense of Dr. Robert Ley, written in Nurnberg prison, 24 October 1945.	VIII	749

6. SUPPRESSION OF THE CHRISTIAN CHURCHES

A. The Nazi conspirators sought to subvert the influence of the churches over the people of Germany.

(1) They sought to eliminate the Christian Churches in Germany.

(a) Statements of this aim. Martin Bormann stated in a secret decree of the Party Chancellery signed by him and distributed to all Gauleiters 7 June 1941:

"Our National Socialist ideology is far loftier than the concepts of Christianity, which in their essential points have been taken over from Jewry * * *. A differentiation between the various

Christian confessions is not to be made here * * * the Evangelical Church is just as inimical to us as the Catholic Church. * * * All influences which might impair or damage the leadership of the people exercised by the Fuehrer with the help of the NSDAP must be eliminated. More and more the people must be separated from the churches and their organs the pastors. * * * Just as the deleterious influences of astrologers, seers and other fakers are eliminated and suppressed by the State, so must the possibility of church influence also be totally removed. * * * Not until this has happened, does the state leadership have influence on the individual citizens. Not until then are the people and Reich secure in their existence for all time." (D-75)

Hans Kerrl, Reich Minister for Church Affairs, in a letter dated 6 September 1939 to a Herr Stapel, which indicated that it would be brought to the attention of the Confidential Council and of the defendant Hess, made the following statements:

"The Fuehrer considers his efforts to bring the Evangelical Church to reason, unsuccessful and the Evangelical Church with respect to its condition rightfully a useless pile of sects. As you emphasize the Party has previously carried on not only a fight against the political element of the Christianity of the Church, but also a fight against membership of Party Members in a Christian confession. * * *

"The Catholic Church will and must, according to the law under which it is set up, remain a thorn in the flesh of a Racial State * * *." (129-PS)

Gauleiter Florian, in a letter dated 23 September 1940 to the defendant Hess, stated:

"The churches with their Christianity are the danger against which to fight is absolutely necessary." (064-PS)

Regierungsrat Roth, in a lecture 22 September 1941, to a group of Security Police, in the Reich Main Security Office (RSHA) concluded his address on Security Police (*Sipo*) measures for combatting church politics and sects with the following remarks:

"The immediate aim: the church must not regain one inch of the ground it has lost. The ultimate aim: Destruction of the Confessional Churches to be brought about by the collection of all material obtained through the intelligence service (*Nachrichtendienst*) activities which will at a given time be produced as evidence for the charge of treasonable activities during the German fight for existence." (1815-PS)

The Party Organization Book states:

"Bravery is valued by the SS man as the highest virtue of men in a struggle for his ideology.

"He openly and unrelentingly fights the most dangerous enemies of the State; Jews, Free Masons, Jesuits, and political clergymen.

"However, he recruits and convinces the weak and inconstant by his example, who have not been able to bring themselves to the National Socialistic ideology." (1855-PS)

(b) *The Nazi conspirators promoted beliefs and practices incompatible with Christian teachings.* The 24th point of the Program of the NSDAP, unchanged since its adoption in 1920, is as follows:

"We demand freedom of religion for all religious denominations within the state so long as they do not endanger its existence or oppose the moral senses of the germanic race. The Party as such advocates the standpoint of a positive Christianity without binding itself confessionally to any one denomination. It combats the Jewish materialistic spirit within and around us, and is convinced that a lasting recovery of our nation can only succeed from within on the

framework: common utility precedes individual utility." (1708-PS)

In official correspondence with the defendant Rosenberg in 1940, Bormann stated:

"Christian religion and National Socialist doctrines are not compatible. * * * The churches cannot be subjugated through compromise, only through a new philosophy as prophesied in Rosenberg's works."

He then proposed creation of a National Socialist Catechism to provide a "moral foundation" for a National Socialist religion which is gradually to supplant the Christian churches. He stated the matter was so important it should be discussed with members of the Reich Cabinet as soon as possible and requested Rosenberg's opinion before the meeting. (098-PS)

In a secret decree of the Party Chancellery, signed by Bormann and distributed to all *Gauleiters* on 7 June 1941, the following statements appeared:

"When we National Socialists speak of a belief in God, we do not understand by God, like naive Christians and their spiritual opportunists, a human-type being, who sits around somewhere in the sphere * * *. The force of natural law, with which all these innumerable planets move in the universe, we call the Almighty, or God. The claim that this world force * * * can be influenced by so-called prayers or other astonishing things is based upon a proper dose of naiveté or on a business shamelessness.

"As opposed to that we National Socialists impose on ourselves the demand to live naturally as much as possible, i.e., biologically. The more accurately we recognize and observe the laws of nature and of life, the more we adhere to them, so much the more do we conform to the will of the

Almighty. The more insight we have into the will of the Almighty, the greater will be our successes." (D-75)

Rosenberg in his book "The Myth of the 20th Century" advocated a new National Socialist faith or religion to replace the Christian confessions in Germany. He stated that the Catholic and Protestant churches represent "negative Christianity" and do not correspond to the soul of the "Nordic racially determined peoples"; that a German religious movement would have to declare that the idea of neighborly love is unconditionally subordinated to national honor; that national honor is the highest human value and does not admit of any equal valued force such as Christian love. He predicted:

"A German religion will, bit by bit, present in the churches transferred to it, in place of the crucifixion the spirit of fire—the heroic—in the highest sense." (2349-PS)

The Reich Labor Service (*Reichsarbeitsdienst*), a National Socialist youth organization, was prohibited from participating in religious celebrations of any kind, and its members were instructed to attend only the parts of such ceremonies as weddings and funerals which took place before or after the church celebration. (107-PS)

The Nazi conspirators considered religious literature undesirable for the Wehrmacht. National Socialist publications were prepared for the Wehrmacht for the expressed purpose of replacing and counteracting the influence of religious literature dissimulated to the troops. (101-PS; 100-PS; 064-PS)

The Nazi conspirators through Rosenberg's Office for Supervision of the Ideological Training and Education of the NSDAP and the Office of the Deputy of the Fuehrer "induced" the substitution of National Socialist mottoes and services for religious prayers and services in the schools of Germany. (070-PS)

On 14 July 1939, Bormann, as Deputy of the Fuehrer, issued a Party regulation excluding clergymen, persons closely connected with the church, and Theology students from membership in the

Party. It was further decreed that in the future Party Members who entered the clergy or turned to the study of Theology must leave the Party. (840-PS)

(c) *The Nazi conspirators persecuted priests, clergy and members of monastic orders.* The priests and clergy of Germany were subjected by the police to systematic espionage into their daily lives. The Nazi conspirators through the Chief of the Reich Main Security Office (RSHA) maintained a special branch of the Security Police and Security Service (Sipo/SD) whose duties were to investigate the churches and maintain constant surveillance upon the public and private lives of the clergy. (1815-PS)

At a conference of these police "church specialists" called by Heydrich, who was then SS Gruppenfuehrer and Chief of the Reich Main Security Office (RSHA), in Berlin, 23 September 1941, SS Sturmbannfuehrer Hartl, acting for Heydrich, stated that the greatest importance was to be attached to church political activity. The intelligence network in this field, he continued, was to be fostered with the greatest of care and enlarged with the recruitment of informants, particular value being attached to contacts with church circles. He closed his lecture with the following words:

"Each of you must go to work with your whole heart and a true fanaticism. Should a mistake or two be made in the execution of this work, this should in no way discourage you, since mistakes are made everywhere. The main thing is that the enemy should be constantly tackled with determination, will, and effective initiative." (1815-PS)

In a letter of 22 October 1941, Heydrich, as Chief of the Reich Main Security Office (RSHA) issued detailed instructions to all State Police Offices outlining the organization of the Catholic Church and directing close surveillance of the activities, writings, and reports of the Catholic clergy in Germany. In this connection he directed:

"Reports are also to be submitted on those Theological students destined for Papal Institutes, and Priests returning

from such institutes to Germany. Should the opportunity arise of placing someone for intelligence (*Nachrichtendienst*) purposes in one of these Institutes, in the guise of a Theological student, we should receive immediate notification." (1815-PS)

Priests and other members of the clergy were arrested, fined, imprisoned, and otherwise punished by executive measures of the police without judicial process. In his lecture before a conference at the Reich Main Security Office (RSHA) in Berlin, for "church specialists," of the Security Police, 22 November 1941, *Regierungsrat* Roth stated (1815-PS):

"It has been demonstrated that it is impracticable to deal with political offenses (malicious) under normal legal procedure. Owing to the lack of political perception which still prevails among the legal authorities, suspension of this procedure must be reckoned with. The so-called "Agitator-Priests" must therefore be dealt with in future by Stapo measures, and, if the occasion arises, be removed to a Concentration Camp, if agreed upon by the RSHA.

"The necessary executive measures are to be decided upon according to local conditions, the status of the person accused, and the seriousness of the case—as follows:

1. Warning
2. Fine
3. Forbidden to preach
4. Forbidden to remain in parish
5. Forbidden all activity as a priest
6. Short-term arrest
7. Protective custody."

Members of monastic orders were forced by the seizure and confiscation of their properties to give up their established place of abode and seek homes elsewhere (*R-101-A*; *R-101-D*). A secret

order of the SS Economic Administration Office to all Concentration Camp Commanders, dated 21 April 1942, concerning labor mobilization of clergy, reveals that clergymen were at that time, and had previously been, incarcerated in Concentration Camps. (1164-PS)

On the death of von Hindenburg, the Reich Government ordered the ringing of all church bells on the 2nd, 3rd and 4th August 1934. In Bavaria, there were many instances of failure to comply with this order. The Bavarian police submitted a report outlining the above situation and stating that in three cases the taking into protective custody of recalcitrant clergy could not be avoided.

"The Parish priest, Father Johann Quinger of Altenkunstadt BA Lichtenfels. He was taken into protective custody on 3 August on the express order of the State Ministry of the Interior, because he assaulted SA leaders and SA men who were ringing the bells against his wishes. He was released from custody on 10 August 1934.

"The Parish priest, Father Ludwig Obholzer of Kiefersfelden, BA Rosenheim. For his personal safety he was in police custody from 2400 hours on the 2 August 1934, till 1000 hours on 3 August 1934. On 5 August 1934, he said sarcastically in his sermon, referring to the SA men who had carried out the ringing of the funeral knell on their own account, 'Lord forgive them, for they know not what they do'!

"The Parish priest, Father Johann Nepomuk Kleber of Wiefelsdorf, BA Burglengenfeld, refused to ring the church bells on the 2nd and 3rd. He is badly tainted politically and had to be taken into protective custody from the 5th to the 8th of August 34 in the interests of his own safety." (1521-PS)

After Hitler's rise to power, Bishop Sproll of Rottenburg delivered a series of sermons regarded by the Nazis as damaging, and on 10 April 1938 he refrained from voting in the plebiscite. For this, the Reich Governor of Wuerttemberg declared he would no longer regard Bishop Sproll as head of the Diocese of Rottenburg; made an official

request that he leave the Gau; and declared he would see to it that all personal and official intercourse between the Bishop and the State and Party offices as well as the Armed Forces would be denied (849-PS). For his alleged failure to vote in the plebiscite, of 10 April 1938, the Party caused three demonstrations to be staged against the Bishop and his household in Rottenburg. The third demonstration was described as follows in a teletype message from Gestapo Office Stuttgart to Gestapo Office Berlin:

"The Party on 23 July 1938 from 2100 on carried out the third demonstration against Bishop Sproll. Participants about 2,500-3,000 were brought in from outside by bus, etc. The Rottenburg populace again did not participate in the demonstration. The town took rather a hostile attitude to the demonstrations. The action got completely out of hand of the Party Member responsible for it. The demonstrators stormed the palace, beat in the gates and doors. About 150 to 200 people forced their way into the palace, searched the rooms, threw files out of the windows and rummaged through the beds in the rooms of the palace. One bed was ignited. Before the fire got to the other objects of equipment in the rooms and the palace, the flaming bed could be thrown from the window and the fire extinguished. The Bishop was with Archbishop Groeber of Freiburg and the ladies and gentlemen of his menage in the chapel at prayer. About 25 to 30 people pressed into this chapel and molested those present. Bishop Groeber was taken for Bishop Sproll. He was grabbed by the robe and dragged back and forth. Finally the intruders realized that Bishop Groeber is not the one they are seeking. They could then be persuaded to leave the building. After the evacuation of the palace by the demonstrators I had an interview with Archbishop Groeber, who left Rottenburg in the night. Groeber wants to turn to the Fuehrer and Reich Minister of the Interior Dr. Frick anew. On the course of the action, the damage done as well as the homage of the Rottenburg populace beginning today for the Bishop I shall

immediately hand in a full report, after I am in the act of suppressing counter mass meetings." (848-PS)

Reich Minister for Church Affairs Kerrl and other Party officials alleged that these demonstrations were spontaneously staged by indignant citizens of Rottenburg and caused representations to be made to the Holy See in an effort to effect the Bishop's removal from office. (849-PS)

On or about 3 December 1941, a copy of a secret decree of the Party Chancellery on the subject of Relationship of National Socialism to Christianity was found by the Security Police in the possession of Protestant Priest Eichholz at Aix-la-Chapelle. For this he was arrested and held for questioning for an unknown period of time. (D-75)

(d) *The Nazi conspirators confiscated church property.* On 20 January 1938, the Gestapo District Office at Munich issued a decree dissolving the Guild of the Virgin Mary of the Bavarian Diocese, together with its branches and associations. The decree also stated:

"The property belonging to the dissolved Guild is to be confiscated by the police. Not only is property in cash to be confiscated, but also any stock on hand and other objects of value. All further activity is forbidden the dissolved Guilds, particularly the foundation of any organization intended as a successor or as a cover. Incorporation as a body into other women's societies is also to be looked on as a forbidden continuation of activity. Infringements against the above prohibition will be punished according to par. 4 of the order of 28.2.1933."

The reasons for the dissolution and confiscation were that the Guild of the Virgin Mary had occupied itself for years "to a most far-reaching degree" with arrangements of a "worldly and popular sporting character" such as community games and "social evenings"; and further that the president of the society supplied the members with "seditious materials" which served for "seditious discussions";

Welcome to our website – the perfect destination for book lovers and knowledge seekers. We believe that every book holds a new world, offering opportunities for learning, discovery, and personal growth. That's why we are dedicated to bringing you a diverse collection of books, ranging from classic literature and specialized publications to self-development guides and children's books.

More than just a book-buying platform, we strive to be a bridge connecting you with timeless cultural and intellectual values. With an elegant, user-friendly interface and a smart search system, you can quickly find the books that best suit your interests. Additionally, our special promotions and home delivery services help you save time and fully enjoy the joy of reading.

Join us on a journey of knowledge exploration, passion nurturing, and personal growth every day!

ebookmasss.com